

S-E-C-R-E-T

file

2 February 1959

MEMORANDUM FOR: Chiefs of DD/P Staffs and Operating Divisions

SUBJECT: Program for Greater Efficiency in CIA

REFERENCE: Memorandum for Deputy Directors from the  
DCI, same subject, dated 28 January 1959

1. At our staff meeting on 15 January 1959 I informed you of the desire of the DCI that we in the Clandestine Services review all our activities for the purpose of attaining greater efficiency and the resultant saving in personnel. Attached is the DCI's directive to Deputy Directors to survey the situation and report. I request that you insure that the DCI's memorandum and this memorandum receive sufficiently wide circulation within your element so that all our employees may be aware of the terms of reference under which we shall act.

2. Please proceed without delay to review carefully everything your component is now doing or expects to do. Then, keeping in mind the objective of realizing the greatest possible efficiency without jeopardizing essential functions, recommend the curtailment or elimination of any task within your current or proposed workload with the saving in manpower thus to be accomplished.

3. In your review you should be alert to the identification of any areas of overlap or duplication, not only within your own element but as between your element and another element of the Clandestine Services, another element of the Agency, or another element of the Intelligence Community. But do not neglect to identify and report those tasks that you are currently obliged to perform that are just not worth the cost but yet require people, time and effort.

4. As you re-examine the organizational structure of your element, please bear in mind that I must re-examine the organizational structure of the Clandestine Services. Any changes you believe would improve our structure or the way we do business will receive careful consideration.

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5. Identifying persons who may be insufficiently or ineffectively utilized calls for the most discriminating judgment on the part of objective supervisors. The ever-changing pattern of Clandestine Services operations can bring about such situations through the fault of no one. People thus identified will be transferred to more important duties vacated by sub-standard employees unless, of course, the former are themselves sub-standard.

6. As you will observe from the Director's memorandum, the effort to identify sub-standard employees and dispose of them through the Selection Out Procedures must be unrelenting and constant. Some progress has been made. More progress is expected. In the progress thus far, almost everyone nominated for selection out should have been separated through regular procedures since there was sufficient "cause" in each case. Selection Out Procedures look beyond the case of inefficiency or wrong doing to the case of a person who is not really inefficient but is not efficient enough; who is guilty of no acts of malfeasance or misfeasance but who just does not measure up to the high standards that we must maintain. We wish to identify and terminate those employees who are not carrying, can not, or will not carry their fair share of the work burden of the Clandestine Services.

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7. I shall take a direct personal interest in this program. Mr. [REDACTED] will act for me in the day to day supervision of our effort. He will call on each of you. Discuss any problems you may have with him. Please give [REDACTED] a short report of progress each two weeks during the time your survey is under way and a final report on the results of your survey not later than 31 March 1959.

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[REDACTED]  
RICHARD M. BISSELL, JR. /  
Deputy Director (Plans)

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Attachment

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USE ONLY☐ CONFIDENTIAL☐ SECRET

Approved For Release 2002/02/12 : CIA-RDP68-00140R000100530018-4

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Deputy Director (Support)  
Room 124A, East Building

NO.

DD/S-59-353

DATE

30 January 1959

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)


1. SSA-DD/S  
Room 2004, "L" Building

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Vernon:

The attached memorandum will be our principal subject for discussion at the DD/S Staff Meeting on Wednesday, 4 February. Until then its contents should not be the subject of general discussion within your office. However, there is no objection to discussing it with any members of your staff who will be assisting you in its implementation.

Generally speaking, you will be expected to carry out within your own Staff the provisions of this directive. However, there will be a review of your actions at the DD/S level.

  
L. K. White  
DD/S

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